Distr.
LIMITED

ECA/MULPOC/Lusaka/VII/7(iv)
February 1984

Original: ENGLISH

UNITED NATIONS ECONOMIC COMMISSION FOR AFRICA

Multinational Programming and Operational
Centre for Eastern and Southern African
States (MULPOC)

Seventh Meeting of the Committee of Officials

5 - 9 March 1984
Addis Ababa, Ethiopia.

LO/NAIROB

PROGRESS REPORT ON THE STUDY OF SKILL PROFILES AND MANPOWER REQUIREMENTS IN THE FIELD OF CUSTOMS ADMINISTRATION IN EASTERN AND SOUTHERN AFRICA

I. INTRODUCTION

1. It will be recalled that at the Sixth meeting of the Lusaka-based MULPOC Council of Ministers held in Mbabane in February 1983, the Council of Ministers was informed that the objective of this project was to develop a training programme in the field of customs administration and management with specific reference to matters concerning the preferential treatment of imports and exports, the simplification and harmonization of customs regulations and procedures, and the prevention, investigation as well as the repression of customs offences. At that time, the Lusaka-based MULPOC had started the study which, it was hoped, would be completed in two phases during 1983-84. To realize the objective of the project, it was planned to execute the project in the following phases:

Phase I: January - December, 1983

(a) An inventory of customs personnel currently operating in the subregion, their skill profiles and level of training;

(b) An assessment of both upgrading requirements for the existing customs personnel and additional requirement of personnel in the customs management cadre;

(c) An inventory of training facilities and programmes currently existing in the subregion for the development of customs personnel;

(d) Development of training programmes, workshops and seminars with a curriculum tailored to the ideals of the Preferential Trade Area project.

Phase II: January - December 1984 (continuous)

(a) Mobilisation of funds and other manpower resources;

(b) Implementation of training programmes, workshops and seminars for customs administrators.

II. PROJECT IMPLEMENTATION DURING 1983

2. In pursuant to the implementation of Phase I(a) of the study, three countries in the subregion were visited by an officer from the Lusaka-based MULPOC office i.e. Zimbabwe, Kenya and Uganda.

Zimbabwe: Establishment (Customs Cadet upwards)

3. In 1983 the establishment in the Department of Customs and Excise consisted of 1 controller, 3 Deputy Controllers, 11 Assistant Controllers, 18 Collectors Grade I, 30 Collectors Grade II, and 259 Examining staff. The examining staff includes Customs Cadets, Customs Officers, Customs Prefects, Senior Examining Officers and Examining Officers. The recruitment for these cadres is normally done direct from school, the minimum qualification being 5 good "O" level passes in acceptable subjects, coupled with success at a written aptitude test and at a subsequent interview.

Training:

4. The usual pattern is:-

Phase I The Cadet attends a 4 week induction and aptitude assessment course shortly after his appointment, which at this stage is probationary. This training course is designed to provide a Cadet with basic theory and with practical training, so that he is capable of actually doing the work expected of him during his first 12 months in the Department.

Phase II After he (or she) has served as a Cadet for 12 months, he will attend the Training School once more for a 3 week concentrated course dealing with a wide range of activities at a more advanced level than Phase I. Success on this course coupled with a satisfactory report from his (or her) head of office would lead to advancement to Customs Officer grade.

Phase III After he (or she) has served as a Customs Officer for 2 years, the officer returns to the Training School for a 6 weeks course, which consolidates the matter learnt at the Phase II course and introduce more advanced material, involving principally the examining of documentation relating to the importation of goods. Success at a written examination held at the end of this course, plus satisfactory performance before a Departmental Suitability Board, plus a satisfactory report from the Officer's head of office will lead to advancement to Examining Officer grade.

Training School:

5. This is run by a Collector Grade I, who is assisted by a Collector Grade II and 8 Examining Staff. The premises are cramped and far from ideal. Plans have been

drawn up for a new building, which will represent a great improvement as compared with the current one. It is hoped that this will be ready in 1984.

Specialised Training

6. It will be noted that the Department (in accordance with recommendations of the Customs Co-operation Council) undertakes its own basic training. Thereafter Zimbabwe has started looking for offers made by the C.C.C. for advanced training on specialised subjects, and officials have attended or are currently attending courses in Austria, Australia, Denmark, Great Britain, Malawi and West Germany. This is a new departure forthis Department and its benefits although expected to be considerable, have yet to be evaluated.

Future Training on Regional basis

7. There is much scope for this (the Malawi course mentioned above is a case in point) and this could possibly be arranged by the P.T.A. in co-operation with the C.C.C. This training would, ideally, be of the specialist advanced type, as and until all member states of the P.T.A. have harmonised their procedures and tariffs, it is thought that training at the lower levels should be continued on a national basis.

KENYA:

8. A preliminary survey of the customs and excise department revealed the following occupational structure:-

MOMBASA	- Commissioner
NAIROBI	- Deputy Commissioner
	- Assistant Commissioner (Revenue)
MOMBASA	- Assistant Commissioner (Administration)
	- Chief Investigation Officer
	- Chief Collector (Inspectorate)
NAIROBI	- Chief Collector (Valuation and Excise)

- Chief Collector (Revenue)
- Principal Collector (Customs co-operation Council)

MOMBASA
- Principal Collector (Training)
- Senior Statistical Officer (Training)
- Preventive Officer I (Training)
- Accounts Controller
- Chief Accountant

STATISTICAL BRANCH

NAIROBI
- Chief Statistical Officer
  Principal Statistical Officer

MOMBASA
- Senior Statistical Officer

NAIROBI
  Senior Statistical Officer
- Data Processing Director

SOUTHERN REGION

MOMBASA
- Assistant Commissioner
- Chief Collector
- Principal Collector
- Principal Collector (Kilindini)
- Principal Investigation Officer
- Preventive Officer I.

NORTHERN REGION

NAIROBI
- Ag. Assistant Commissioner
- Ag. Chief Collector
- Ag. Principal Collector
- Principal Collector (Refunds and Local Industries)

Embakasi	-	Ag. Principal Collector (Jomo Kenyatta International Airport)
Kisumu	-	Principal Collector (Western Kenya)
Nairobi	-	Ag. Principal Investigation Officer
Embakasi	-	3 Preventive Officers I
Kisumu	-	Preventive Officer I

9. The various cadres of manpower in the customs and excise department are recruited at graduate "A" and "O" level education standards. There is a residential training school in Mombasa which can cater for 65 trainees at any one given time. The duration of training varies between 2 - 3 months and two years depending on the educational level at which the trainees are recruited. However there are plans to expand the school with the assistance from EEC.

UGANDA:

10. At the time of the survey, Uganda was in the process of finalizing its comprehensive manpower survey. The results of the survey should assist in making a more realistic comparative analysis with the other countries in the subregion.

11. The Committee of Officials may wish to recommend to the Council of Ministers that during 1984-85 an inventory of customs personnel operating in this subregion be completed and that an assessment of upgrading requirements for the existing customs personnel and any additional personnel requirements in customs administration be expedited. Only then will it be possible to develop training programmes, workshops and seminars for customs personnel with a curriculum tailored to the ideals of PTA. Training and retraining should be well underway in 1985-86.

Progress Report on the implementation of the Project on Integration of Women in Development (Women's Programme), March 1983-January 1984

1. The Sixth Meeting of the Lusaka-based MULPOC Council of Ministers, held in Mbabane, Swaziland, in February 1983, adopted the 1983 Work Programme for the Project on Integration of Women in Development. The Work Programme included new project activities as well as on-going activities brought forward from 1982.

2. Based on the approved Work Programme, the following is a summary of project activities implemented and some initiated during the reporting period:

(i) Third Meeting of the Subregional Committee on Integration of Women in Development, 15 - 19 March, 1983;
(ii) Subregional Seminar on Fuelwood and Energy Development for African Women;
(iii) Evaluation survey on the impact of the 1981 workshop on the "Impact of Policies structures, and programmes on the involvement of women";
(iv) Needs Assessment missions to member States;
(v) Follow-up of the Limulunga Pilot Project on Women in Health Development;
(vi) Participation and Servicing annual ARCC meeting;
(vii) Organising Internship programmes for a women trainer and manager;
(viii) Needs Identification Surveys for three countries: Comoros, Djibouti and Uganda.

3. Initiated Activities

(i) Study on Women's role in agriculture and rural development;
(ii) Study on Women under Apartheid (Co-ordinated by ATRCW, OAU and Lusaka MULPOC);
(iii) Consultancy services on National Machinery for Integration of Women in Development for Swaziland.

General Account of Project Implementation

4. Third Meeting of the Subregional Committee on Integration of Women in Development 15 - 19 March 1983

4.1. As a sectoral policy making /advisory body for the advancement of women, the sub-regional committee meets once every two years. Its meetings also create important fora for exchange of knowledge, views and experiences among member States on the efforts being made for the advancement of women and, as such promotes technical co-operation among developing countries (TCDC).

4.2. In view of that, the Third Meeting of the Subregional Committee was organised in Mbabane, Swaziland, from 15 to 19 March 1983. The meeting evaluated, inter alia, the progress of the Lusaka MULPOC Women's Programme by considering its biennial progress report; took note of the work programme for 1983 adopted by the MULPOC Council of Ministers; received priority needs from representatives of member States as guidelines for drawing up the work programme for 1984-1985; deliberated on various substantive issues of concern for the integration of women in development; and recommended strategies that would ensure effective participation of women in development in accordance with the prevailing situations in the respective countries. Such strategies have to be implemented by member States as well as organisations and institutions promoting women in development. In addition, the meeting considered financial constraints of the women's programmes. It took note and fully supported the Resolution passed by the Sixth Meeting of the MULPOC Council of Ministers, held in Mbabane, Swaziland, February 1983, appealing to member States to financially support the Women's programme through pledges and through sponsoring their delegates and participants to meetings of the subregional committee on women in development and other project activities such as on training, etc.

4.3. The subregional committee expressed the wish to have its chairperson present the deliberations of its meetings to the MULPOC Policy Organs meetings. However, since the chairperson can only attend the MULPOC meetings as an observer, usually no provision is made to sponsor her/him for such meetings, either by ECA or her/his member State. So far no corrective measure has been proposed concerning the sponsorship of the chairperson of the subregional committee to attend the MULPOC Policy Organs Meetings. The Seventh MULPOC meetings are being requested to consider this problem. One of the practical ways of dealing with such problem would be for the member State holding the Chairmanship of the Subregional Committee on Integration of Women in Development, to include the specific chairperson of the subregional committee in its respective delegation to the MULPOC Committee of Officials.

4.4. In accordance with the terms of reference of the Subregional Committee, its deliberations are also presented to annual meetings of the Africa Regional Co-ordinating Committee on Integration of Women in Development (ARCC).

5. Fourth Meeting of the Africa Regional Co-ordinating Committee WID (ARCC) 11 - 13 April 1983

5.1. The ARCC, which is a Regional Advisory Body Co-ordinating the work of the five subregional Committees on Integration of Women in Development in the African Region, meets annually to inter alia, advise on the Work Programme of the ECA/African Training and Research Centre for Women (ECA/ATRCW). To that effect, the fourth meeting of the ARCC was convened by the ECA/ATRCW in Addis Ababa, Ethiopia from 11 to 13 April 1983.

5.2. Among others, the ARCC reviewed the work of ECA/ATRCW, received and considered reports of subregional committees, initiated consideration on Institutional framework of organs established to promote the Integration of Women in Development, and considered initial preparations of the Third Regional Conference on Women in Development to be organised during 1984 in preparation for the Nairobi World Conference for the UN Women's Decade to be organised in 1985.

6. The ECA/FAO Subregional Seminar on Fuelwood and Energy Development for African Women

6.1. The seminar was co-organised by ECA (ATRCW/MULPOC Lusaka) and FAO, and sponsored by Voluntary Fund for Women's Decade (VFDW). The Government of the Republic of Zambia hosted the seminar in Lusaka from 18 to 23 April, 1983.

6.2. The seminar aimed at, inter alia, creating awareness on the problems of women with regards to collecting firewood, dangers of indiscrimate felling of trees: as well as mapping out strategies for corrective measures which include:

- Afforestation Programmes;
- Introduction of village woodlots;
- Production of alternative sources of energy;
- Promotion of improved methods of charcoal burning etc.

6.3. The seminar was attended by participants from ten countries namely: Botswana, Ethiopia, Kenya, Lesotho, Malawi, Mozambique, Somalia, Tanzania, Zambia and Zimbabwe. Swaziland and Uganda were invited but did not attend.

6.4. The seminar participants included Forest Experts, Community Development Workers, Leaders and Officials from Women's National Machineries and Voluntary Organisations. Recommendations emanating from the seminar put great emphasis on follow-up action at country level in order to ensure multiplier effect of the seminar.

7. Study on follow-up to the 1981 Workshop on the impact of policies, structures and programmes on the involvement of women in development

7.1. The study was planned to be carried out during 1983 in response to a recommendation passed by the 1981 workshop which was co-sponsored and co-organised by Pan-African Institute for Development (PAID), UNICEF and ECA/MULPOC/LUSAKA. The study aimed at determining the follow-up action undertaken so far to implement the recommendations of that workshop in member States that participated and investigating what assistance could be offered by the co-sponsors of the 1981 workshop and other organisations to effect implementation of the recommendations that would facilitate the advancement of women. Furthermore the evaluation study would come up with recommendations on what modalities should be adopted to ensure follow-up action and effective impact of subregional workshops, seminars and study tours undertaken by ECA and other organisations promoting integration of women in development process.

7.2. A consultant undertook the study during October/November 1983 in five countries namely: Zimbabwe, Mozambique, Kenya, Tanzania and Ethiopia, while PAID personnel carried out the same study in Malawi, Swaziland, Somalia,and Lesotho. Findings of the study by both the consultant and PAID personnel are currently being analysed by the consultants who will produce a synthesized study report in the course of 1984. The recommendations of the study will assist ECA, PAID and other organisations and agencies, (involved in promotion of activities for integration of women in development) to determine future direction of the projects in order to ensure their effectiveness and to create the required impact.

8. Limulunga Pilot Project on Women in Health Development

8.1. This is an on-going project co-ordinated by WHO in Zambia which has in the past benefited from LUSAKA/MULPOC inputs and support to its activities, particularly a soap making component. The soap making component aims at improving families' hygiene, generates income and creates employment for women. The training on soap making was carried out by the Village Industry Services and the women at the project are producing a lot of soap, for instance, 341 bars of soap were produced during the first six months of project life in 1981. With improved skills on soap making, women now produce more.

Market for the soap is readily available within the project village and neighbouring villages. Other project activities such as agriculture, nutrition, handicrafts, uniform production and the primary health care services have been developed at the Pilot Project on Women in Health Development.

8.2. An Inter-Agency Committee (Lusaka MULPOC is a member) established to assist the Project National Co-ordinator to monitor and plan future direction of the overall Limulunga Project on Women in Health Development, meets regularly to execute its functions. A number of meetings were held during 1983 during which time the progress report of the Limulunga Project was presented and considered. One of the meetings selected a sub-committee (Lusaka MULPOC included) to draw up specified terms of reference of the overall Inter-Agency Committee; considered measures of mobilizing resources for Limulunga Project; and proposed an assessment mission to the project site by Committee members. The mission would be undertaken during 1984.

8.3. Lusaka MULPOC therefore continues to provide advisory services to this Limulunga project on Women in Health Development.

9. Fellowship/Internship Programme

9.1. This programme involves short term training or attachments to projects/programmes to enable women trainers, leaders and project executors acquire knowledge skills, and experience, usually from other countries to improve their performance in the work they do. Internship programme is organised within the framework of TCDC.

9.2. A fellowship/Internship programme was planned for one person during 1983. On the basis of priority needs expressed by member States during the third meeting of the Subregional Committee, offers were made to three member States to apply for Internship assistance, namely: Lesotho, Malawi and Zambia. Only Malawi replied, submitting applications forms for their candidate, who is a manager and trainer at a Tie-dye Project for disabled women and men.

9.3. Arrangements were made for the Malawian candidate to participate at three short training programmes in Zambia which started in January 1984 to acquire managerial and training skills, as well as to learn simple book-keeping. The candidate has already participated at the first course in Zambia on Basic Management Development, 10 January - 3 February 1984. After completion of the three courses in Zambia by May 1984, arrangements are being made for her to be attached to a Tie-dye Project in

Sierra Leone or any other country for one month to improve her skills in tie-dye. The overall programme is envisaged to improve her performance in managerial, training, book-keeping and tie-dye skills, all of which are crucial at the centre she heads.

10. Needs Assessment Missions

10.1. Needs assessment mission were scheduled to four countries to inter-alia;

- Advise on women issues and their integration in the national development process;
- collaborate with nationals to identify women's needs in general and assess needs of national machineries WID in particular:
- assist to identify sources of assistance:
- assist to develop projects.

10.2. To that effect, the Lusaka MULPOC Women's Programme Co-ordinator visited Kenya, Ethiopia, Djibouti and Uganda. In addition to advisory work, information was gathered on the activities for enhancement of women's contribution in development. Such information will provide a basis for assistance from different organisations, including ECA. In Djibouti and Kenya, assistance was also offered in formulating project proposals for submission to donors.

11. Needs Identification Surveys on Women in Development in Comoros, Djibouti and Uganda

11.1 Considering that information and data on women is crucial in providing a basis for developing appropriate projects/programmes and policies that would benefit women, the Lusaka MULPOC Project on Integration of Women in Development commissioned research surveys with a view to collecting information and data on the situation, problems and special needs of women in development in Comoros, Djibouti and Uganda during 1982. Since the studies were not completed in 1982, the projects were carried forward to 1983.

11.2. Comoros completed the survey during 1983 and submitted a draft report for comments. Based on the comments received, the national consultant is currently undertaking the revision of the study report. Both Djibouti and Uganda are in the process of finalising their study reports. It is envisaged that the reports will be finalized and published in the course of 1984.

12. Initiated Project Activities

Three project activities scheduled for 1983 have been initiated during 1983 and carried forward to 1984 for further implementation. They include:

12.1 Study on Women's role in agriculture and rural development

12.1.1. Two countries were selected for this study, namely: Angola,and Somalia. This was in response to needs expressed by member countries at the Third Meeting of the Subregional Committee. The findings of the study would provide inputs for a sub-regional workshop on women in Agriculture and Rural Development to be organised in 1984.

12.1.2. Terms of reference for the study were drawn and the two countries were requested to nominate candidates who could be recruited as National Consultants to undertake the studies. Angola responded by December 1983, and nominated a candidate to carry out the study. Angola was however, further requested to provide a detailed CV for its candidate to enable ECA process her recruitment as a National Consultant. It is envisaged the study will now be carried out during 1984.

12.1.3. Somalia has unfortunately indicated inability to carry out the study due to lack of suitable person to undertake the study as well as due to other national commitments.

12.1.4. Funds for the study in Somalia have therefore been diverted to another study on women under Apartheid, the findings of which will be presented to the Regional Preparatory Conference scheduled for 1984. The findings would ultimately be tabled at the Nairobi World Conference for the UN Women's Decade, in 1985.

12.2. Consultancy Services on National Machineries for Integration of Women in Development for Swaziland

12.2.1. In accordance with strategies for the advancement of women stipulated in the Lagos Plan of Action for the African Development, as well as priorities spelt out in the World Plan of Action for the UN Women's Decade, National Machineries for the Integration of Women in Development is one of the urgent priority needs to accelerate the advancement of women. To that effect, most countries have established National Machineries, that is, structures within government infrastructure to co-ordinate and promote efforts for the integration of women in development at country level.

12.2.2. At the third meeting of the subregional committee on Integration of Women in Development, Swaziland delegation requested for consultancy service to advise the government with regard to either establishment or strengthening of National Machineries for Integration of Women in Development.

12.2.3. Arrangements are underway to recruit a consultant from the Ghana Women's Council to provide consultancy and advisory services on National Machinery to Swaziland during the first quarter of 1984. It is envisaged that such consultancy service would lead to strengthening or establishment of a National Machinery within government infrastructure in Swaziland to promote the advancement of women.

12.3. Study on Women under Apartheid and Refugee Problems

12.3.1. This project activity originated from deliberations of the fourth meeting of the Africa Regional Co-ordinating Committee on Women in Development (ARCC), which approved major areas of concern for the African Region to be considered by the Regional Preparatory Conference during 1984 and ultimately by the Nairobi World Conference for the UN Women's Decade in 1985. Women under Apartheid and Refugee Problems was among the priority areas of concern for which studies would be undertaken and papers prepared to be presented at the aforestated conferences. ECA/MULPOC Lusaka in collaboration with ATRCW and OAU were assigned the task to co-ordinate the studies on women under Apartheid/Refugees problems and preparation of their papers.

12.3.2. In this connection, terms of reference for the studies have been drawn and consultants identified to carry out the studies during the first half of 1984.

13. Constraints encountered in the implementation of the Work Programme for the Project on Integration of Women in Development

Though the Lusaka MULPOC Women's Programme has on the whole made good progress, the following are some of the major constraints causing operational problems and limiting effectiveness and impact of the project:

(i) Limited resources - both human and financial;
(ii) Delays and/or no responses from member States;
(iii) Unsatisfactory follow-up action at country level, therefore limiting a multiplier effect of workshops, seminars, study tours and other activities implemented at subregional level. Findings of the evaluation undertaken in October/November 1983 will reveal causes for such problem and it is envisaged that the study will come up with recommendations for improving the situation.

14. Proposed Work Programme for 1984

As stated earlier, some activities that have been initiated in 1983 will be brought forward to 1984, as such the 1984 Work Programme will include the following activities:

(i) Consultancy service on National Machinery for Integration of Women in Development for Swaziland;
(ii) Study on the role of women in agriculture and rural development (Angola);
(iii) Study on women under Apartheid and Refugee Problems (to be monitored by ATRCW, OAU and Lusaka MULPOC);
(iv) Tripartite Review Meeting to evaluate the MULPOC Women's Programme;
(v) Participating and servicing the Africa Regional Co-ordinating Committee on Integration of Women in Development (ARCC);
(vi) Survey on the participation of women in income-generating activities, including access to training in business administration;
(vii) Study on women in relation to clean water and sanitation as input into 1985 seminar;
(viii) Subregional Workshop and/or study tour on the role of women in agriculture and rural development;
(ix) Study on the situation of out-of-school girls (in one of the francophone countries);
(x) Fellowship/Internship;
(xi) Needs Assessment missions (four countries) and Consultations at ECA;
(xii) Convening and organising the meeting of the Bureau of the Subregional Committee on Integration of Women in Development;
(xiii) Servicing and reporting to the meetings of the MULPOC Committee of Officials and Council of Ministers.

15. The MULPOC Committee of Officials is requested to recommend the above Work Programme to the Council of Ministers for adoption.